



USAID
FROM THE AMERICAN PEOPLE

AFGHANISTAN

LAND REFORM IN AFGHANISTAN (LARA)

Trainings Assessment Report



May 21, 2012

This publication was produced for review by the United States Agency for International Development. It was prepared by Tetra Tech ARD.

LAND REFORM IN AFGHANISTAN (LARA)

The Basic management and Basic IT trainings (Mar 31 – May 10, 2012) Assessment Report

Report Prepared by: LARA M&E Team

Cover Page Credits: Group photo of the Arazi officials at the closing ceremony of the basic management training facilitated by the LARA project

This Assessment Report was prepared for the United States Agency for International Development, Contract No. 306-C-00-11-00514-00, Land Reform in Afghanistan Project.

Implemented by: Tetra Tech ARD
159 Bank Street, Suite 300
P.O. Box 1397
Burlington, VT 05402 USA
Tel.: (802) 658-3890
Fax: (802) 658-4247

DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

TABLE OF CONTENTS

REPORT OVERVIEW	4
MANAGEMENT HIGHLIGHTS:.....	5
FINDINGS:	6
RECOMMENDATIONS:	7
TRAINING NEEDS EXPRESSED BY PARTICIPANTS:	7
ANNEXES:	8
ANNEX- 1 SURVEY RESULTS	8
ANNEX- 2 INTERVIWES GUIDE	8

List of Acronyms

HEIK	Higher Education Institute of Karwan
ARAZI	Afghanistan Land Authority
GIS	Geographic Information System
GPS	Geographic Positioning System
LARA	Land Reform in Afghanistan
LML	Land Management Law

REPORT OVERVIEW

The LARA project following the capacity development plans both for public and private sector stakeholders facilitated two (2) very important trainings in the basic management and basic IT disciplines. These trainings were provided in four (4) major cities (Kabul, Jalalabad, Herat and Mazar) from almost all nearby provinces including Kabul, Parwan, Paktia, Paktika, Panjsher, Khost, Kapisa, Daikundi, Ghazni, Logar, Wardak, Bamyan, Laghman, Nangarhar, Kunar, Nooristan, Balkh, Takhar, Faryab, Sar-e-pul, Herat, Kandahar, Ghor, Farah, Zabul and Helmand provinces. The training delivery started on Mar 31 and lasted until May 10, 2012. A total of 186 officials (175 males and 11 females) from Arazi, MUDA, the Jalalabad Municipality and the private sector were trained for about 48 training days and 288 training hours in all above provinces. The course duration for the basic management and basic IT trainings was kept equal.



The basic management trainings were provided by the sub-contractor “Intiqal LLC” in Kabul, Nangarhar, Mazar and Herat; while the basic IT trainings were provided by the sub-contractor “HEIK” both in Kabul and Jalalabad in two (2) rounds. The basic management training course informed the participants about 6 management modules including Organizational development, Time management, Effective communications, Report writing, Counterpart management and Leader & team building; while the basic IT training included Ms-Word, Ms-Excel, PDF and Filing system. The report covers the LARA M&E observation of these events, informant interview with training participants and a reaction evaluation (perception survey) conducted on the last day of each training session. Initial results from the assessment indicate that the participants were quite happy and were very satisfied with almost all training assessment indicators including training contents, training relevance, training methodology, instructor’s knowledge, time allocation, training facilitation and course applicability in their routine jobs.

The LARA M&E team conducted an initial assessment of the trainings in terms of the participants’ reaction to the training, their feelings and their learning experiences. This all was to inform the LARA project management about the training deliveries at all agreed sites in terms of effectiveness. Additionally, this report informs the project technical team responsible for the capacity development of the public and private sector partners about the problems associated with these trainings, improvement thoughts and possible future training needs identified by the participants, which will be integrated as learned lessons into the LARA project future operation. The assessment included 11 informant interviews, 163 participants’ reactionary surveys and 6 monitoring visits by the LARA project M&E team in Kabul, Nangarhar, Mazar and Herat provinces. During the monitoring visits, the M&E team had physical observations of the training deliveries, participation, group work and reviewed the training contents, training guidelines, attendance sheets, and the participants’ pre and post test sheets.

MANAGEMENT HIGHLIGHTS:

Assessment results indicate that 83% of participants were very satisfied with the trainings provided and 80% indicated that their current understanding both for the basic management and basic IT disciplines has been improved excellently as a result of this training. Participants reported their satisfaction mostly about the Time management, Report writing and Effective communications course modules. Hardly a participant was observed and noted with a negative impression about these courses and they rated almost all categories of the assessment as very positive. The training providers had sufficient logistical support for training deliveries and they were observed achieving their milestones as per the agreed work plan except submitting the progress reports on time and developing the training materials in all three (3) languages as agreed. All trainings were provided in local languages and participants were given the training handouts at the end of each training day. The positive results indicate the hard work of the training organizers as well as witness a strong coordination between the LARA project capacity development team and the training providers during the training deliveries. Few very important themes, which were observed and could probably lead to a change, were:



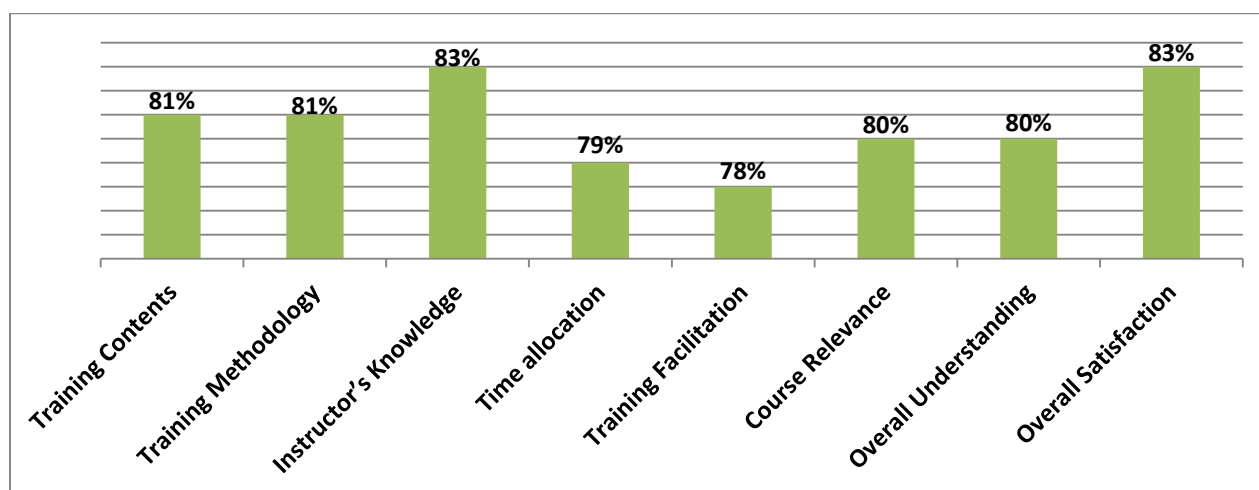
Mr. Qadam Shah, who is the TASFIA Official for Arazi in Takhar looked very optimistic and says “It’s one of the best training workshops in my career. I can make up my plans now before getting involved into the land TASFIA (Rights identification) process and am able transferring 70% of the training skills to my colleagues in Takhar, who couldn’t attend this workshop”

- a. Participants were committed to transfer training knowledge and skills to their colleagues, who couldn’t participate in these events
- b. Participants realized time as the most valuable resource and mentioned its effective use in future land related transactions. They also mentioned to develop a draft plan with timeline before attending a Land Rights Identification process (Tasfia process), which will ensure optimal use of time and help speeding the transaction process. They mentioned training other related organizations involved in a land transaction on basic management and timely management concept. They also emphasized on public information campaigns about the LML and the needs for its implementation
- c. Participants were able to prioritize their works and they mentioned that as a manager their responsibilities increase and they will treat their clients and counterparts more passionately, which will probably bring more investment into the country in general and the land sector in particular
- d. Arazi made a good attempt inviting all possible staffs to participate in these trainings but still a level deep discussion should be conducted with Arazi and other partners to ensure right

participation from all possible districts for such trainings as their staffs in districts are much more exposed to land related transactions and dealing with their clients and counterparts

Participants, who graded these trainings as EXCELLENT

Training Contents	Training Methodology	Instructor's Knowledge	Time allocation	Training Facilitation	Course Relevance	Overall Understanding	Overall Satisfaction
81%	81%	83%	79%	78%	80%	80%	83%



FINDINGS:

- Participants were observed satisfied with provided trainings in terms of training materials, teaching methodology, facilitation, organization, knowledge sharing and transfer
- Participants were committed to bring positive changes into their routine jobs especially during a land transaction
- Participants were observed highly motivated
- Participants were mostly identified by their line supervisor
- Female participation was observed scarce
- Participants were observed more willing for On-the-Job training in IT discipline
- Participation was mostly observed on a provincial basis and not on the level of land transactions and level of work at each province
- Training courses were observed relevant for all except few participants as some of the participants of the basic IT course were found having no computers into their offices
- Course materials for the basic IT training in Jalalabad were not in local language “Pashto”
- Participants’ list was not found and participants were not aware of the training session on the 1st day of the basic IT training in Jalalabad and thus the training started late
- The signed attendance sheets were found with blanks and a bit confusing
- Training course pre-test was not analyzed till last day of the training, which if analyzed could have helped more in planning and steering the training contents during training deliveries

RECOMMENDATIONS:

- A level deep discussion should be conducted with LARA partners especially Arazi to ensure right participation from all possible districts (both male and female) for such trainings as their staffs in districts are much more exposed to land related transactions and dealing with their clients and counterparts
- Law and procedures enforcement helps ensure better Return on Training Investment and it would be good to increase public awareness about the Land Management Law (LML) and other land related procedures
- The LARA project and Arazi should coordinate more the needs for training application and ensure if training application needs further technology (computers etc) to be provided
- Basic management and other organizational trainings should be quickly supplemented with the land technical trainings to ensure a complete package
- The LARA project Capacity development team should coordinate more with the training providers to follow the contract for timely reporting and developing the course materials in all three languages (Pashto, Dari and English)
- Attendance sheets should be filled in by the training providers with all details except for the signature column to be filled by the participants
- Training pre-test results should be analyzed on the 1st day of the training to help planning and steering the rest of the training sessions

TRAINING NEEDS EXPRESSED BY PARTICIPANTS:

- Land survey and inventory
- GIS/GPS related trainings
- Land rights identification and land leasing and other land related technical trainings
- Regional best practices on land leasing
- Training on Land Management Law (LML)
- Land types and rights identification training
- IT related trainings for the participants of the basic management trainings
- English language trainings
- Refresher course on IT and Management each quarter
- Training Arazi staffs in Nooristan province

ANNEXES:

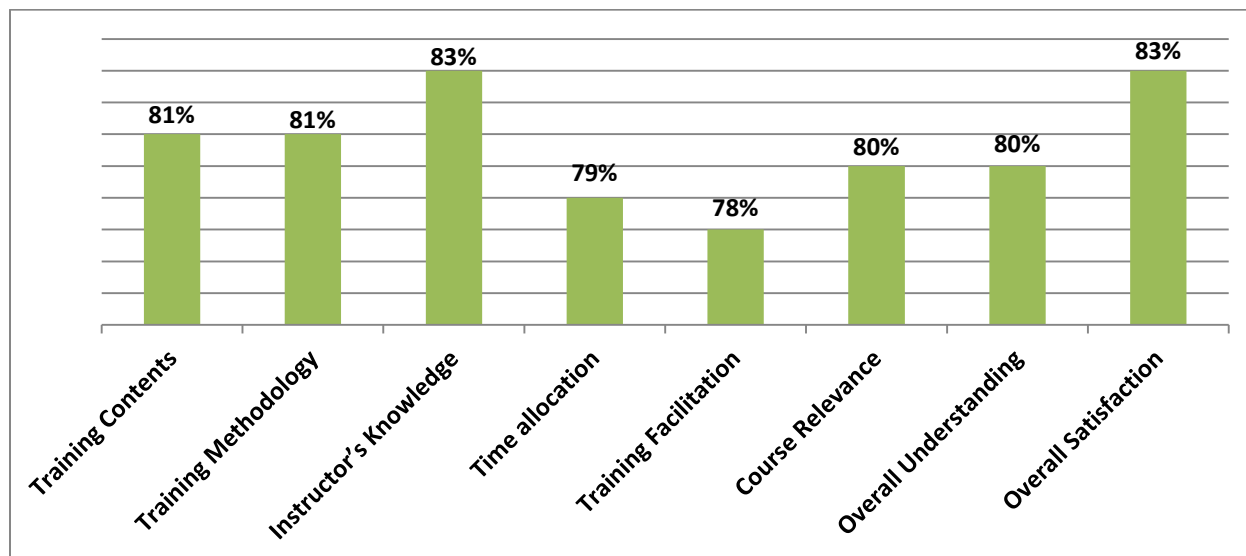
ANNEX- 1 SURVEY RESULTS

ANNEX- 2 INTERVIWES GUIDE

Annex- 1

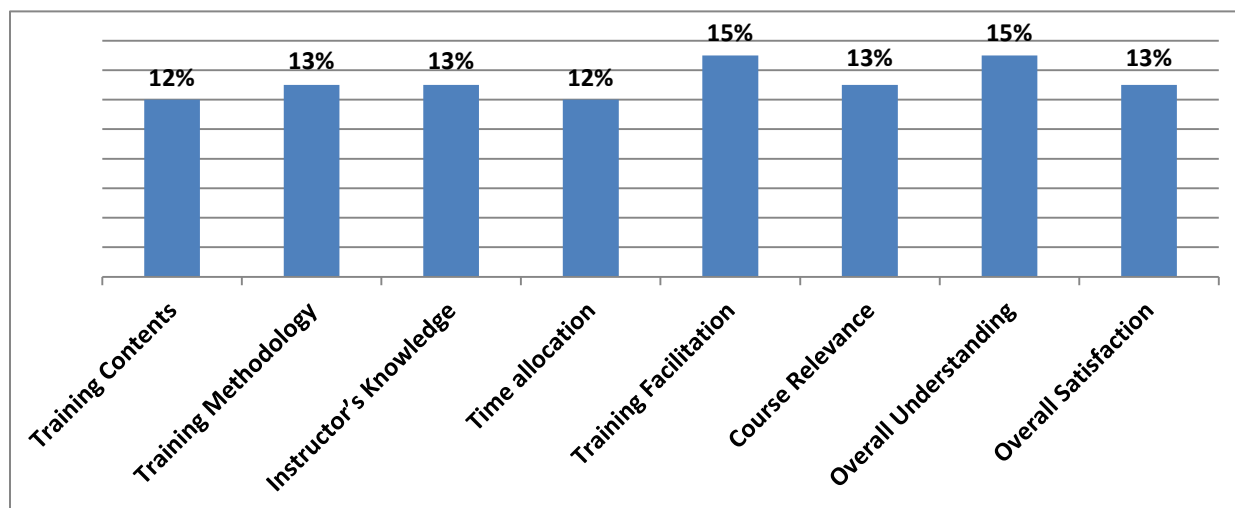
Participants, who graded these trainings as EXCELLENT

Training Contents	Training Methodology	Instructor's Knowledge	Time allocation	Training Facilitation	Course Relevance	Overall Understanding	Overall Satisfaction
81%	81%	83%	79%	78%	80%	80%	83%



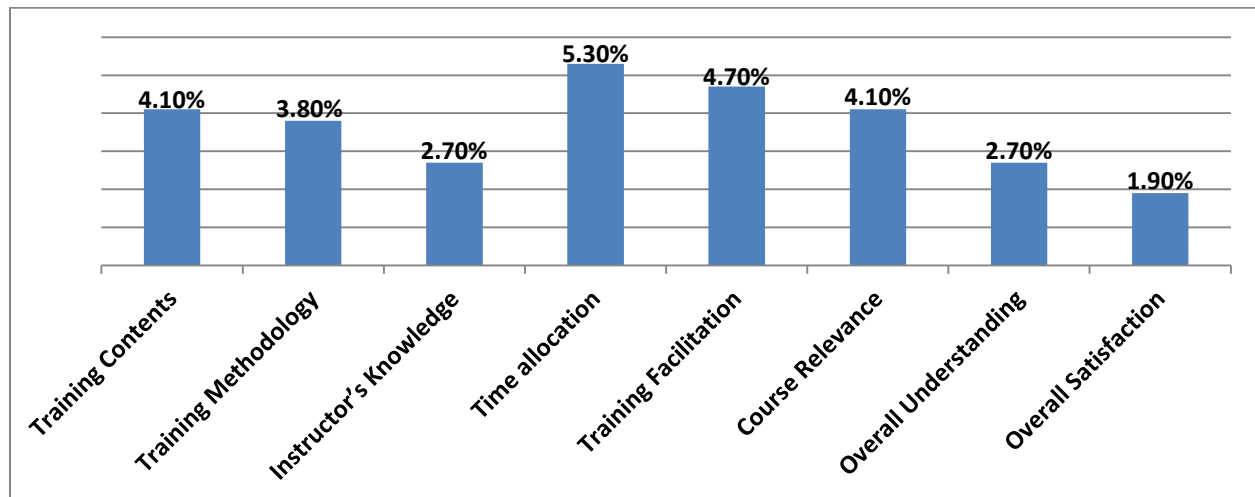
Participants, who graded these trainings as Very Good

Training Contents	Training Methodology	Instructor's Knowledge	Time allocation	Training Facilitation	Course Relevance	Overall Understanding	Overall Satisfaction
12%	13%	13%	12%	15%	13%	15%	13%



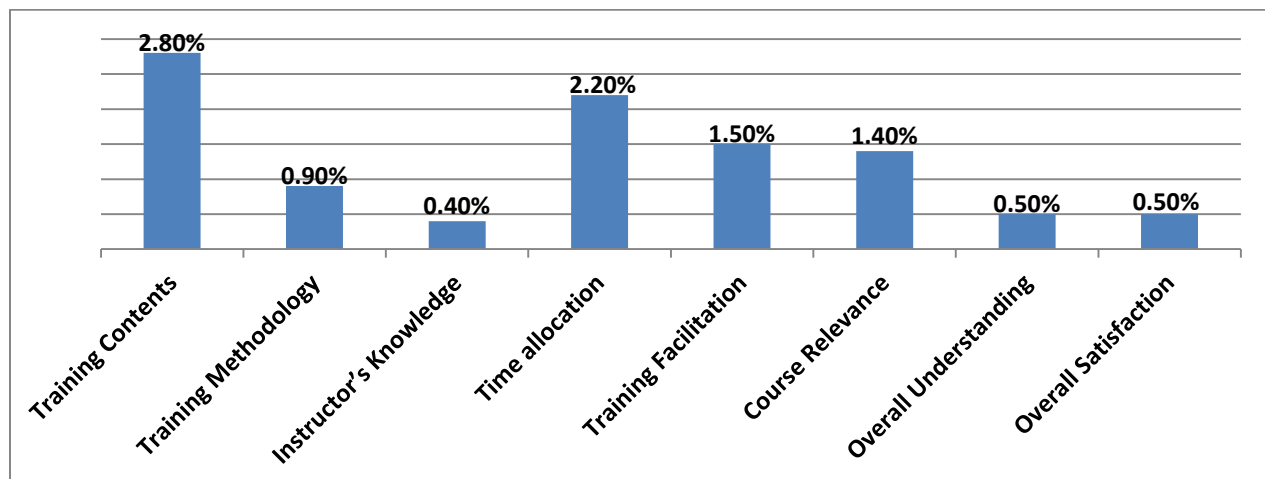
Participants, who graded these trainings as Good

Training Contents	Training Methodology	Instructor's Knowledge	Time allocation	Training Facilitation	Course Relevance	Overall Understanding	Overall Satisfaction
4.1%	3.8%	2.7%	5.3%	4.7%	4.1%	2.7%	1.9%



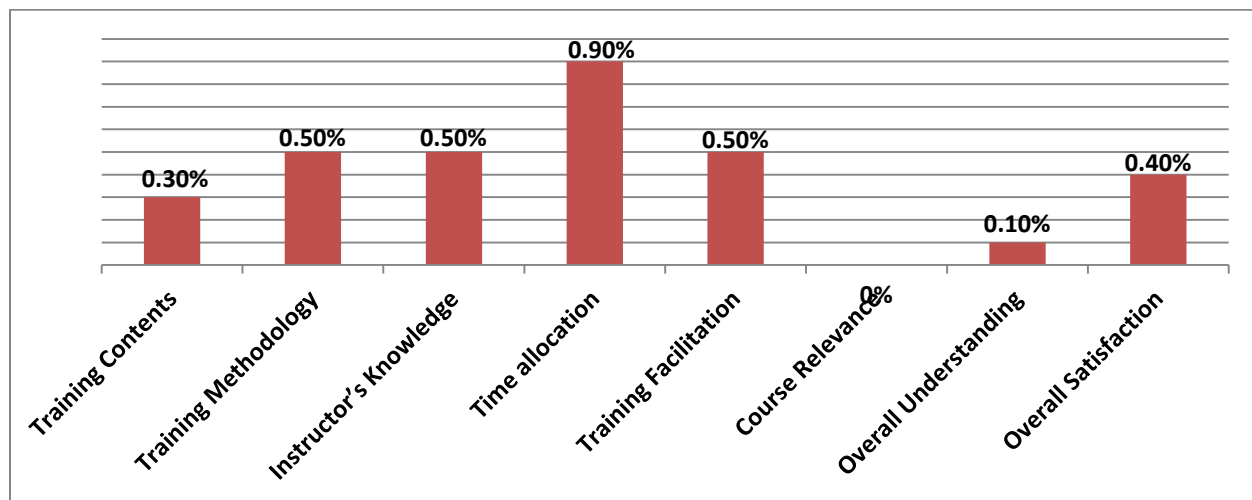
Participants, who graded these trainings as Fair

Training Contents	Training Methodology	Instructor's Knowledge	Time allocation	Training Facilitation	Course Relevance	Overall Understanding	Overall Satisfaction
2.8%	0.9%	0.4%	2.2%	1.5%	1.4%	0.5%	0.5%



Participants, who graded these trainings as Poor

Training Contents	Training Methodology	Instructor's Knowledge	Time allocation	Training Facilitation	Course Relevance	Overall Understanding	Overall Satisfaction
0.3%	0.5%	0.5%	0.9%	0.5%	0%	0.1%	0.4%



Annex- 2

Interview Questionnaire for the Basic management training course

Location:	Name of the Interviewee:
Interviewee Organization:	Interviewee Designation:
Name of the Interviewer:	Date and time of the interview

1. How did you get enrolled to this training?
 - a. You requested this training
 - b. Any assessment conducted
 - c. Supervisor's Or Line manager's instruction

2. Have you been shared with the training agenda and contents in advance?
 - a. Yes
 - b. No
3. Did the training meet your expectations? (Relevance, time use, learning intentions, applicability, style and organization etc...)
 - a. Yes
 - b. No
4. What were the three (03) most important and interesting lessons (modules), you learned?
 - a.
 - b.
 - c.
5. What specific changes will this training bring to your routine job? (Would the trainee be able to transfer their learning to another person?; Is the trainee aware of their change in behaviour, knowledge, skill level?; Practical changes and improvements to job etc...)
 - a.
 - b.
 - c.
6. What were some positive and negative points you observed during this training?
(Positive): (Relevance, time use, learning intentions, applicability, style and organization etc...)
 - a.
 - b.
 - c.
(Negative): (Relevance, time use, learning intentions, applicability, style and organization etc...)
 - a.
 - b.
 - c.

7. How can we improve further this training? (What aspects etc...)
 - a.
 - b.
 - c.
8. What other trainings do you need to improve your job performance?
 - a.
 - b.
 - c.

USAID/Afghanistan
U.S. Embassy Cafe Compound
Great Masood Road
Kabul, Afghanistan
Tel: 202.216.6288

<http://afghanistan.usaid.gov>